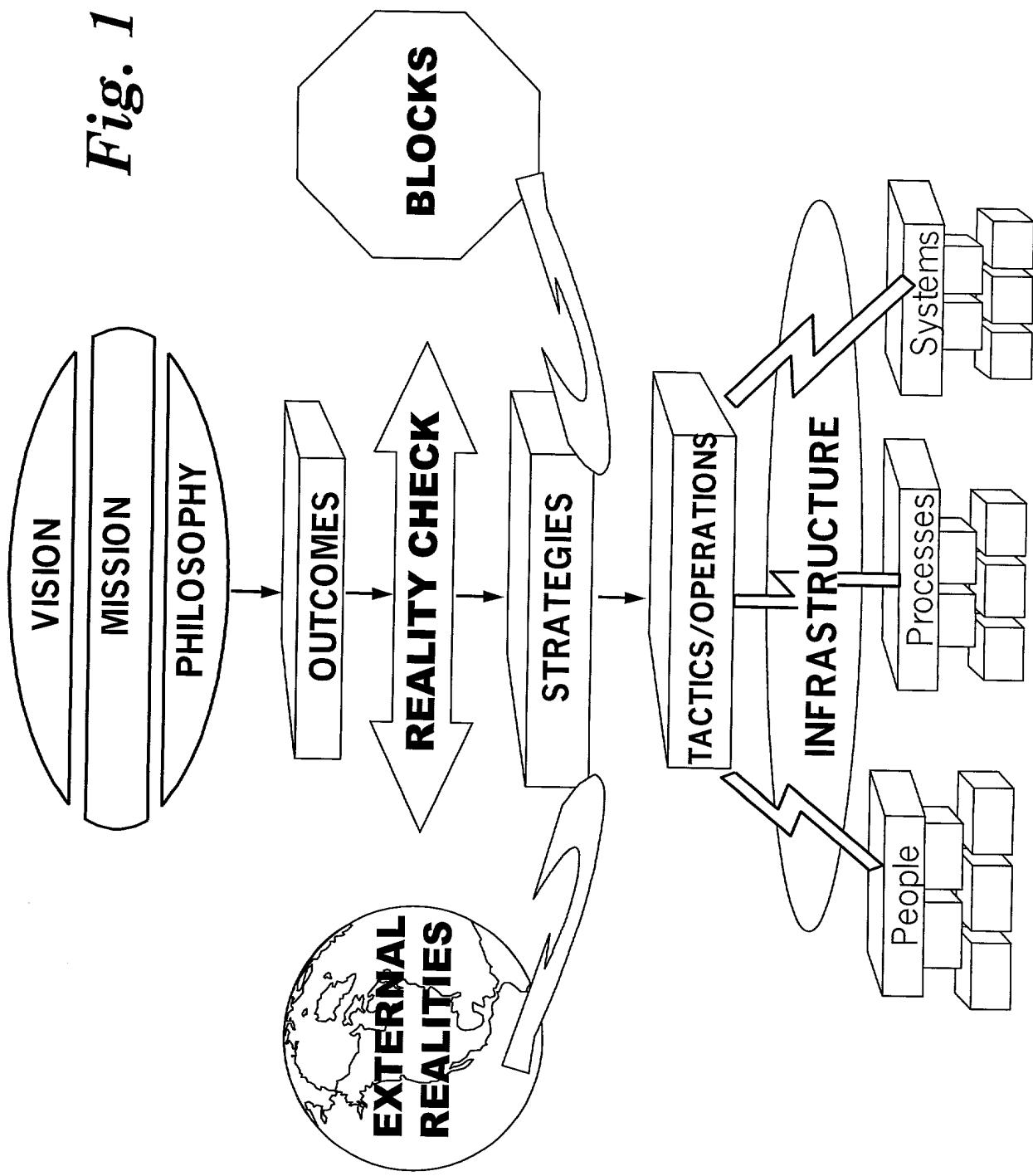


Fig. 1



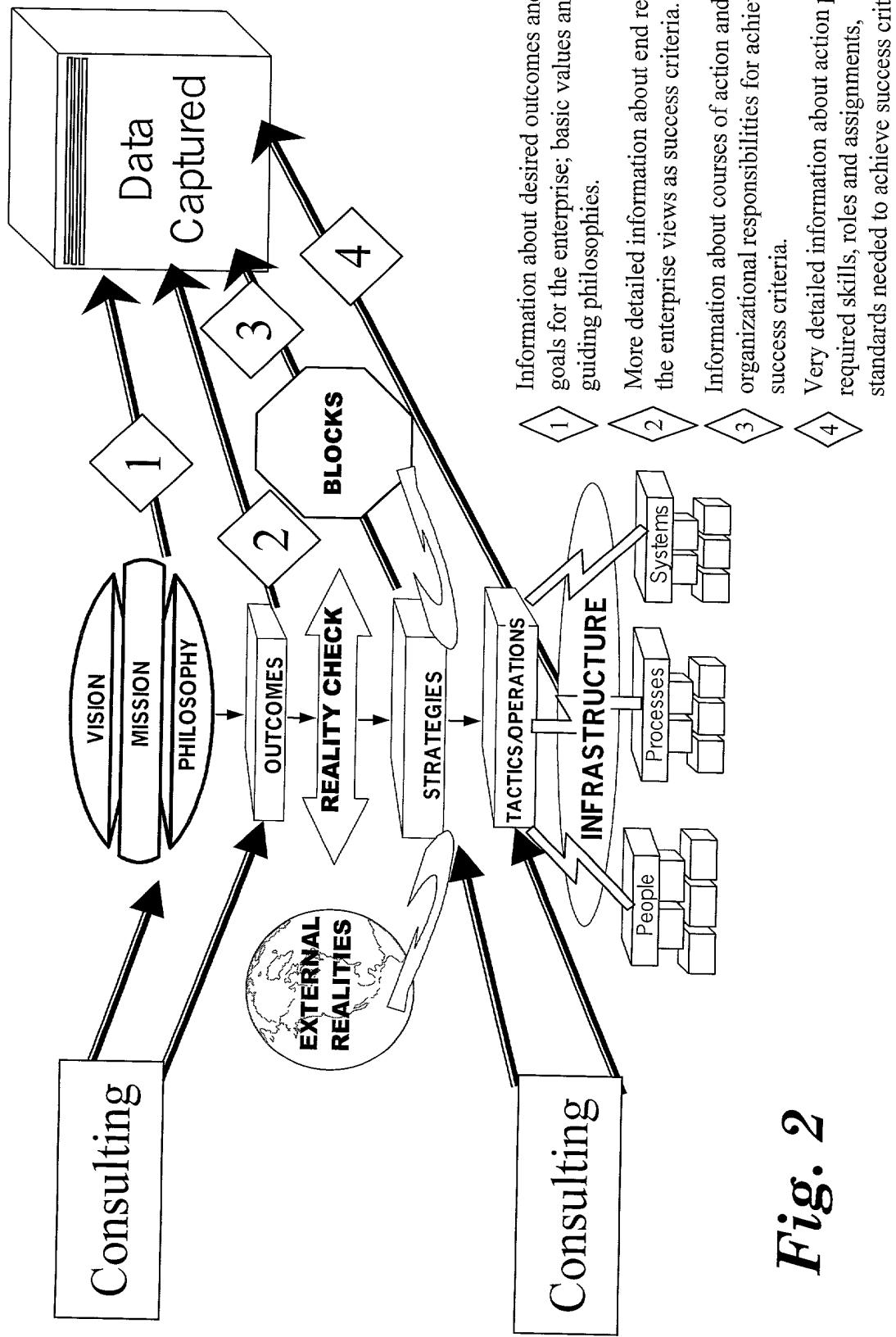
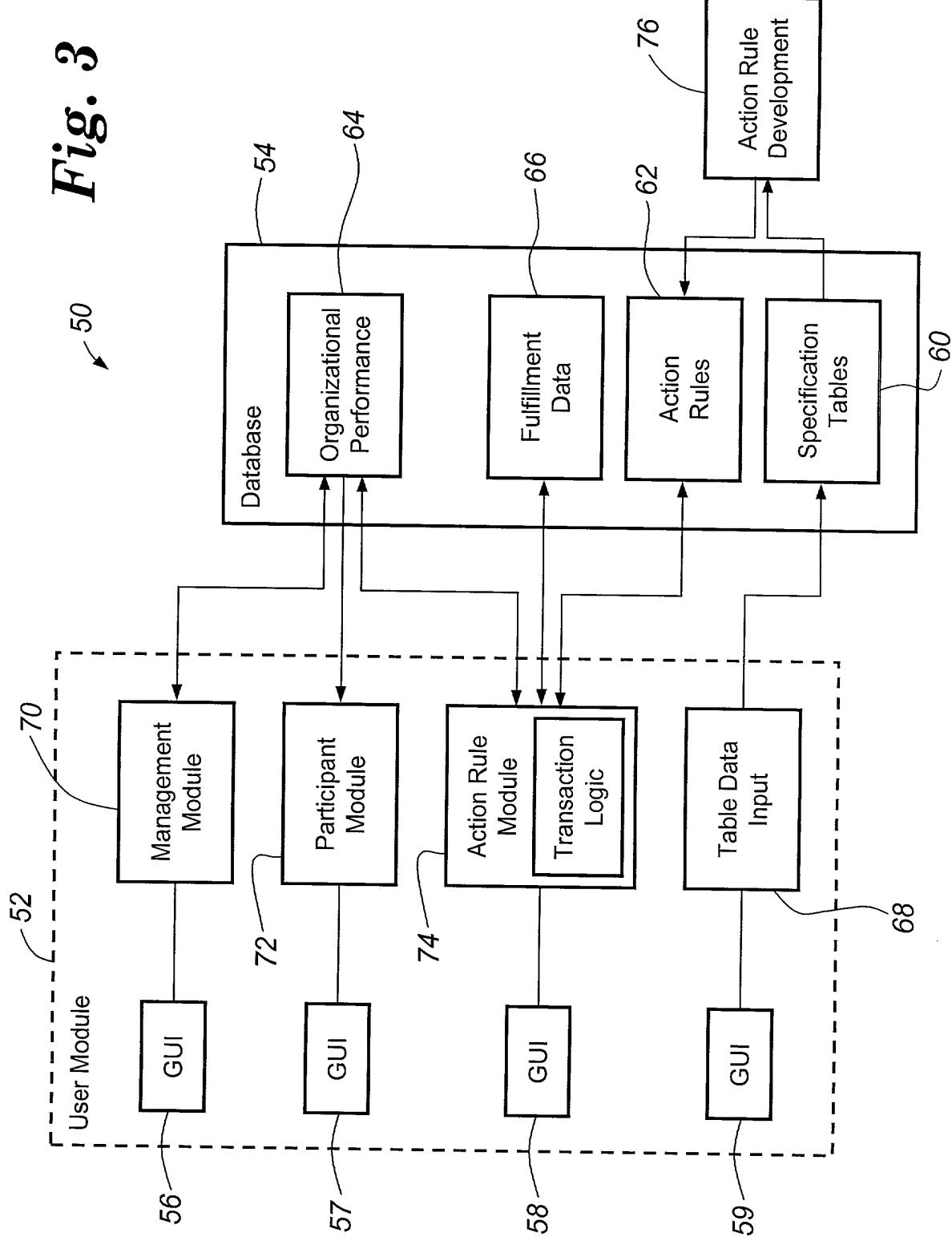


Fig. 2

Fig. 3



Specification Tables

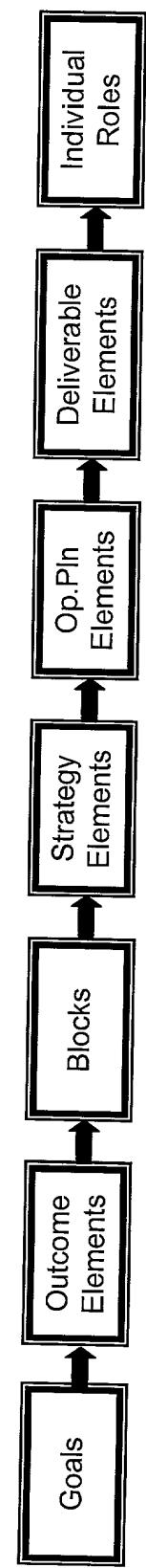


Fig. 4

Specification Tables for a Typical Enterprise

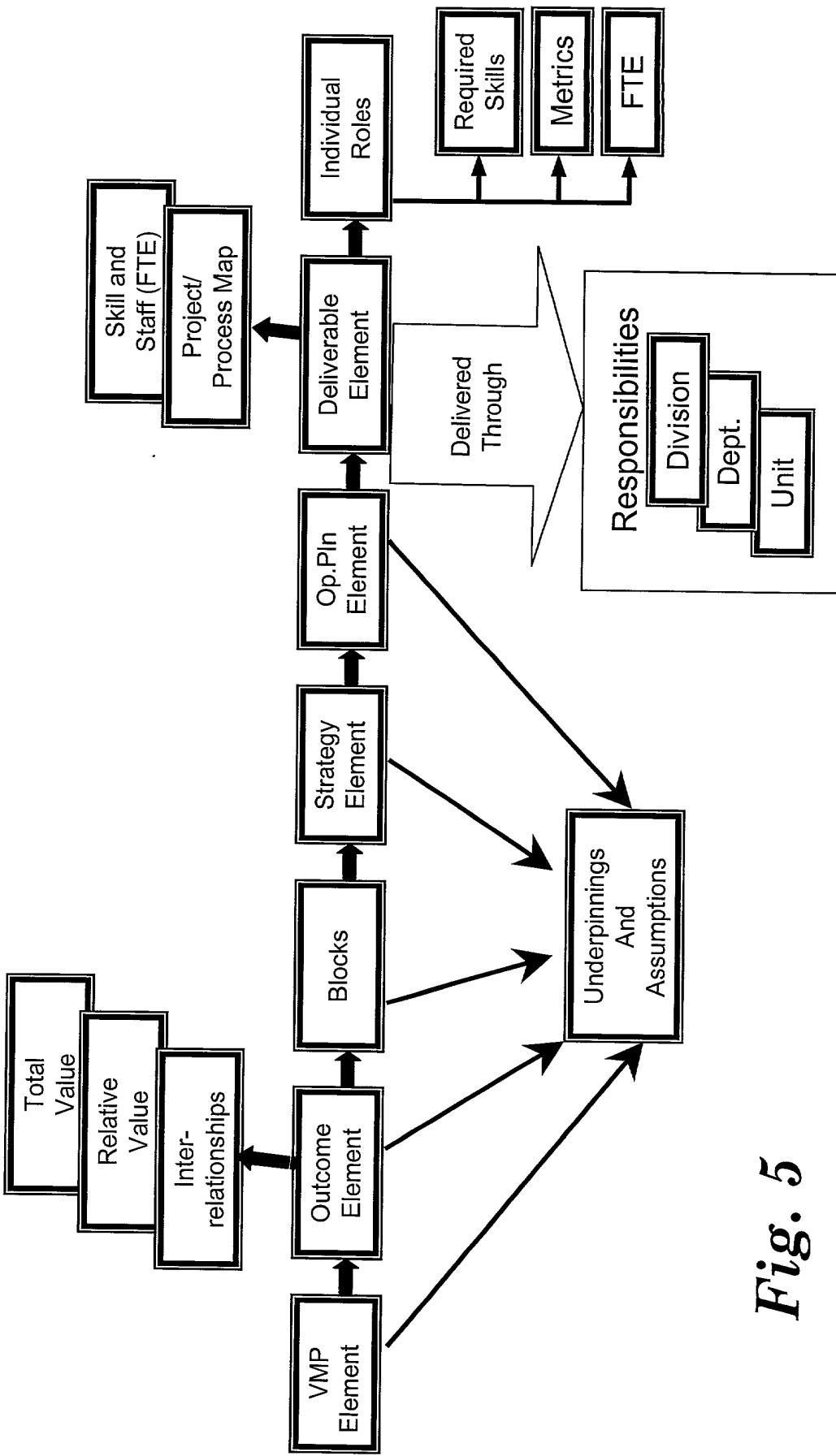


Fig. 5

Fig. 6

Organizational Goals					
V 1	V 2	V 3	V n	Total	
30 pts	20 pts	15 pts	35 pts	100 pts	

Step 1: Inter-relationships

Fig. 7

		Organizational Goals						
		V 1 30 pts	V 2 20 pts	V 3 15 pts	V n 35 pts	Total 100 pts		
O U T C O M E	O 1	X		X				
E L E M E N T	O 2		X		X			
E L E M E N T	O 3	X	X		X			
E L E M E N T	O 4		X		X			
E L E M E N T	O n		X		X	X		

OUTCOMES

Step 2: Relative Value

Fig. 8

		Organizational Goals				
		V 1 30 pts	V 2 20 pts	V 3 15 pts	V n 35 pts	
O	U	1	3		3	
O	T	2		2		1
M	C	3	2			
E	O			2		
E	L	4		3	3	
E	N		1		1	3
T	E	TOTAL	6	7	7	6
F	N	Share Value	5	2.9	2.1	5.8

OUTCOMES

Step 3: Total Value

Fig. 9

Organizational Goals							OUTCOMES	
	V 1 30 pts	V 2 20 pts	V 3 15 pts	V n 35 pts	Total 100 pts			
O 1	15		6.3	5.8	27.1			
O 2		5.8			5.8			
O 3	10	5.8		11.8	27.6			
O 4		8.4	6.3		14.7			
On	5		2.4	17.4	24.8			
TOTAL	30	20	15	35	100			

Step 1: Inter-relationships

Fig. 10

		Organizational Goals						
		V 1 30 pts	V 2 20 pts	V 3 15 pts	V n 35 pts	Total 100 pts		
U	N	D	E	R	P	G	S	
U1				X				
U2				X				X
U3		X		X				
U4					X			
Un		X					X	

Underpinnings and Assumptions

Step 2: Relative Value

Fig. 11

Organizational Goals						
	V 1 30 pts	V 2 20 pts	V 3 15 pts	V n 35 pts	Total 100 pts	
U N D E R P I - N N - N G S	U 1			3		
	U 2		2		2	
	U 3	1	3			
	U 4			3		
	U n	3			1	
Share Value	7.5	4		2.5	11.7	

**Underpinnings
and Assumptions**

Step 3: Total Value

Fig. 12

Organizational Goals						
	V 1 30 pts	V 2 20 pts	V 3 15 pts	V n 35 pts	Total 100 pts	
U 1			7.5		7.5	
U 2		8.0		23.3	31.3	
U 3	7.5	12.0			19.5	
U 4			7.5		7.5	
U n	22.5				11.7	
Total	30	20	15	35	100	

**Underpinnings
and Assumptions**

Step 1: Inter-relationships

Fig. 1.3

		OUTCOME ELEMENT							
		O 1	O 2	O 3	O 4	O n	TOTAL		
		27.1 pts	5.8 pts	27.6 pts	14.7 pts	24.8 pts	100 pts		
B	L		X			X			
O	C								
K	-								
N	G								
E	L								
E	M								
E	N								
T									

BLOCKS

Step 2: Relative Value

Fig. 14

OUTCOME ELEMENT						
B	O 1	O 2	O 3	O 4	On	TOTAL 100 pts
L	27.1 pts	5.8 pts	27.6 pts	14.7 pts	24.8 pts	
O	B 1	2			1	
C	B 2	3		3		
I	B 3		3			
N	B 4			3		
G	B n	1	2		3	
E	Share Value	6.8	1.5	4.6	4.9	6.2
E	BLOCKS					
M						
E						
N						
T						

Step 3: Total Value

Fig. 15

Step 1: Inter-relationships

Fig. 16

BLOCKING ELEMENT						
	B 1 9.1 pts	B 2 35.0 pts	B 3 13.8 pts	B 4 13.8 pts	B n 28.3 pts	TOTAL 100 pts
S 1		X			X	
S 2	X			X		
S 3			X			
S 4				X		X
S n		X				

Step 2: Relative Value

Fig. 17

BLOCKING ELEMENT							STRATEGY	
S T R A T E G Y	B 1	B 2	B 3	B 4	B n	TOTAL		
S 1	9.1 pts	35.0 pts	13.8 pts	13.8 pts	28.3 pts	100 pts		
S 2	3	2			1			
S 3			3					
S 4			3		3			
S n	1	2						
Share Value	2.3	8.8	3.5	4.6	7.1			

Step 3: Total Value

Fig. 18

BLOCKING ELEMENT							STRATEGY							
S	T	R	A	T	E	G	Y	E	L	E	M	E	N	T
S 1				B 1 9.1 pts	B 2 35.0 pts	B 3 13.8 pts	B 4 13.8 pts	B n 28.3 pts	TOTAL 100 pts					
S 2					17.5				7.1			24.6		
S 3						6.8			13.8			20.6		
S 4							10.3			3.5		21.2		24.7
S n								2.3	17.5				19.8	
TOTAL								9.1	35.0	13.8	13.8	28.3	100	

Step 1: Inter-relationships

Fig. 19

		STRATEGY ELEMENT						OPERATING PLAN	
		S 1 24.6 pts	S 2 20.6 pts	S 3 10.3 pts	S 4 24.7 pts	S n 19.8 pts	TOTAL 100 pts		
O P R P L A N E L E M E N T	Op 1	X		X					
	Op 2	X		X					
	Op 3	X	X		X				
	Op 4	X		X					
	Op n		X			X			

Step 2: Relative Value

Fig. 20

STRATEGY ELEMENT								
O P R	P L A	N E L E M E N T	S 1 24.6 pts	S 2 20.6 pts	S 3 10.3 pts	S 4 24.7 pts	S n 19.8 pts	TOTAL 100 pts
Op 1				1		1		
Op 2					2			
Op 3			1	2		3		
Op 4					2			
Op n					1			3
Share Value	4.9			5.1		2.6	6.2	6.6

OPERATING PLAN

Step 3: Total Value

Fig. 21

STRATEGY ELEMENT						
O P R	S 1 24.6 pts	S 2 20.6 pts	S 3 10.3 pts	S 4 24.7 pts	S n 19.8 pts	TOTAL 100 pts
Op 1		5.1		6.2		11.3 pts
Op 2	4.9		5.2			10.1 pts
Op 3	4.9	10.4		18.5		33.8 pts
Op 4	14.8		5.1			19.9 pts
Op n		5.1			19.8	24.9 pts
TOTAL	24.6	20.6	10.3	24.7	19.8	100

OPERATING PLAN

Step 1: Inter-relationships

Fig. 22

OPERATING PLAN ELEMENT						
	Op 1 11.3 pts	Op 2 10.1 pts	Op 3 33.8 pts	Op 4 19.9 pts	Op n 24.9 pts	TOTAL 100 pts
Div 1		X	X		X	
Div 2	X			X	X	
Div 3			X			
Div 4	X		X			
Div n	X			X	X	

DELIVERABLE

Step 2: Relative Value

Fig. 23

OPERATING PLAN ELEMENT						DELIVERABLE
D E L — V E R A B L E	Op 1 11.3 pts	Op 2 10.1 pts	Op 3 33.8 pts	Op 4 19.9 pts	Op n 24.9 pts	TOTAL 100 pts
Div 1		2	1		2	
Div 2	2			1	1	
Div 3		3		1		
Div 4		1		3		
Div n	1				2	2
Share Value	2.8	2.0		8.5	5.0	5.0

Step 3: Total Value

Fig. 24

OPERATING PLAN ELEMENT						DELIVERABLE
D E L I V E R A B L E M E N T	Op 1 11.3 pts	Op 2 10.1 pts	Op 3 33.8 pts	Op 4 19.9 pts	Op n 24.9 pts	TOTAL 100 pts
Div 1	4	8.5			10	22.5 pts
Div 2	5.7			5	4.9	15.6 pts
Div 3		6.1		5		11.1 pts
Div 4	2.8		25.3			28.1 pts
Div n	2.8			9.9	10	22.7 pts
TOTAL	11.3	10.1	33.8	19.9	24.9	100

Step 1: Inter-relationships

Fig. 25

DELIVERABLE ELEMENT						
	Div 1 22.5 pts	Div 2 15.6 pts	Div 3 11.1 pts	Div 4 28.1 pts	Div n 22.7 pts	TOTAL 100 pts
D	X					
I		X		X		
V			X			
S			X		X	
-						
O	X			X		
N				X		
R		X			X	
E						
S						
P						
TOTAL	100%	100%	100%	100%	100%	100%

DIVISION RESPONSIBILITY

Step 2: Relative Value

Fig. 26

DELIVERABLE ELEMENT						
D	I	V	E	R	S	P
Div 1	3			1	1	
Div 2		2		1		3
Div 3	1			1		
Div 4	1			1	3	
Div n						1
Share Value	4.5	3.1	2.2	7.0	5.7	

DIVISION RESPONSIBILITY

Step 3: Total Value

Fig. 27

DELIVERABLE ELEMENT						
D — V — S — O N R E S P	Div 1 22.5 pts	Div 2 15.6 pts	Div 3 11.1 pts	Div 4 28.1 pts	Div n 22.7 pts	TOTAL 100 pts
Div 1	13.5		2.2	7.0		22.7
Div 2		6.2	2.2		17.0	25.4
Div 3	4.5		2.2			6.7
Div 4	4.5		2.2	21.1		27.8
Div n		9.4	2.3		5.7	17.4
Share Value	22.5	15.6	11.1	28.1	22.7	100

DIVISION RESPONSIBILITY

Step 1: Inter-relationships

Fig. 28

DIVISION 4 RESPONSIBILITY						
D E P T	R E S P	DIV 1 4.5 pts	DIV 3 2.2 pts	DIV 4 21.1 pts	TOTAL 27.8 pts	
Dpt 1	X	X	X	X		
Dpt 2			X	X		
Dpt 3			X	X		
Dpt 4				X	X	
Dpt n		X	X	X		

DEPARTMENT RESPONSIBILITY

Step 2: Relative Value

Fig. 2.9

DIVISION 4 RESPONSIBILITY				
D E P T	Div 1 4.5 pts	Div 3 2.2 pts	Div 4 21.1 pts	TOTAL 27.8 pts
R E S P	Dpt 1 3	2	2	
O N S — B	Dpt 2 2	2	2	
S — L — T Y	Dpt 3 2	2	2	
	Dpt 4 2	2	1	
	Dpt n 2	2	2	
	Share Value .9	.2	2.3	
DEPARTMENT RESPONSIBILITY				

Step 3: Total Value

Fig. 30

DIVISION 4 RESPONSIBILITY					DEPARTMENT RESPONSIBILITY				
D E P T R E S P O N S I B L I T Y	Div 1 4.5 pts	Div 3 2.2 pts	Div 4 21.1 pts	Total 27.8 pts	D E P T R E S P O N S I B L I T Y	4.5	2.2	21.1	27.8
Dpt 1	2.7	.6	4.6	7.9	Dpt 1	4.5	2.2	21.1	27.8
Dpt 2			4.6	5.0	Dpt 2			4.6	5.0
Dpt 3		.4	4.6	5.0	Dpt 3		.4	4.6	5.0
Dpt 4			4.6	5.0	Dpt 4			4.6	5.0
Dpt n	1.8	.4	4.6	6.8	Dpt n	1.8	.4	4.6	6.8
Total	4.5	2.2	21.1	27.8	Total	4.5	2.2	21.1	27.8

Step 1: Inter-relationships

Fig. 31

DIVISION 4, DEPARTMENT 1 RESPONSIBILITY					
	Div 1 2.7 pts	Div 3 .6 pts	Div 4 4.6 pts	Total	
Unit 1	X	X		7.9 pts	
Unit 2		X	X		
Unit 3	X	X	X		
Unit 4		X	X		
Unit n	X	X			

UNIT RESPONSIBILITY

Step 2: Relative Value

Fig. 32

DIVISION 4, DEPARTMENT 1 RESPONSIBILITY				UNIT RESPONSIBILITY	
U N I T	R E S P O N S I B L I T Y	DIV 1 2.7 pts	DIV 3 .6 pts	DIV 4 4.6 pts	Total 7.9 pts
Unit 1	1	1			
Unit 2		1		3	
Unit 3	3	1		3	
Unit 4			1	1	
Unit n	2		1		
Share Value	.45		.12	.67	

Step 3: Total Value

Fig. 33

Step 1: Inter-relationships

Fig. 34

		DELIVERABLE ELEMENT						
		DIV 1 22.5 pts	DIV 2 15.6 pts	DIV 3 11.1 pts	DIV 4 28.1 pts	DIV 5 22.7 pts	TOTAL 100 pts	
PROJECT	X	X		X	X	X		
PROCESS	X			X	X	X		
MAP								

PROJECT/PROCESS
MAPPING

Step 2: Relative Value

Fig. 35

DELIVERABLE ELEMENT						
	DIV 1 22.5 pts	DIV 2 15.6 pts	DIV 3 11.1 pts	DIV 4 28.1 pts	DIV 5 22.7 pts	TOTAL 100 pts
PROJECT	1	2		1	2	
PROCESS	3	1	3	3	3	
Share Value	5.6	5.2	3.7	7.0	4.5	

PROJECT PROCESS
MAP

Step 3: Total Value

Fig. 36

DELIVERABLE ELEMENT						
	Dlv 1 22.5 pts	Dlv 2 15.6 pts	Dlv 3 11.1 pts	Dlv 4 28.1 pts	Dlv n 22.7 pts	TOTAL 100 pts
PROJECT	5.6	10.4		7.0	9.0	32.0
PROCESS	16.9	5.2	11.1	21.1	13.7	68.0
Total Value	22.5	15.6	11.1	28.1	22.7	100

P P
R R
O O
J C
E E
C S
T S
MAP

PROJECT/PROCESS
MAPPING

Step 1: Inter-relationships

Fig. 37

DELIVERABLE ELEMENT						
P R O J E C T M A P	Dlv 1 22.5 pts	Dlv 2 15.6 pts	Dlv 3 11.1 pts	Dlv 4 28.1 pts	Dlv n 22.7 pts	TOTAL 100 pts
PROJECT 1	X				X	
PROJECT 2	X			X	X	
PROJECT 3		X		X		
PROJECT 4	X					
PROJECT n	X			X	X	
PROJECT TOTAL	25% 5.6 pts	67% 10.4 pts	0% 0 pts	31% 7.0 pts	40% 9.0 pts	32% 32.0 pts

PROJECTS

Step 2: Relative Value

Fig. 38

DELIVERABLE ELEMENT						
P R O J E C T M A P	Dlv 1 22.5 pts	Dlv 2 15.6 pts	Dlv 3 11.1 pts	Dlv 4 28.1 pts	Dlv n 22.7 pts	TOTAL 100 pts
PROJECT 1		1			3	
PROJECT 2	3			2	3	
PROJECT 3		2		2		
PROJECT 4		1				
PROJECT n	2			1	2	
PROJECT TOTAL	25% 5.6 pts	67% 10.4 pts	0% 0 pts	31% 7.0 pts	40% 9.0 pts	32% 32.0 pts
Share Value	.9	3.5	0	1.4	1.1	

PROJECTS

Step 3: Total Value

Fig. 3.9

DELIVERABLE ELEMENT						
P R O J E C T M A P	Dlv 1 22.5 pts	Dlv 2 15.6 pts	Dlv 3 11.1 pts	Dlv 4 28.1 pts	Dlv n 22.7 pts	TOTAL 100 pts
PROJECT 1		3.5			3.3	6.8 pts
PROJECT 2	2.9			2.8	3.3	9.0 pts
PROJECT 3		6.9		2.8		9.7 pts
PROJECT 4	.9					.9 pts
PROJECT n	1.8			1.4	2.4	5.6 pts
PROJECT TOTAL	25%	67%	0%	31%	40%	32%
	5.6 pts	104 pts	0 pts	7.0 pts	9.0 pts	32.0 pts

PROJECTS

Step 1: Inter-relationships

Fig. 40

DELIVERABLE ELEMENT					PROCESSES	
P	R	O	C	E	S	S
Dlv 1 22.5 pts	Dlv 2 15.6 pts	Dlv 3 11.1 pts	Dlv 4 28.1 pts	Dlv n 22.7 pts	TOTAL 100 pts	
PROCESS 1	X	X		X		
PROCESS 2	X		X	X		
PROCESS 3		X		X		
PROCESS 4	X		X			
PROCESS n	X			X	X	
PROJECT TOTAL	75% 16.9 pts	33% 5.2 pts	100% 11.1 pts	75% 21.1 pts	50% 13.7 pts	68% 68 pts

Step 2: Relative Value

DELIVERABLE ELEMENT						PROCESSES	
P	R	O	C	E	S	M	A
Div 1 22.5 pts	Div 2 15.6 pts	Div 3 11.1 pts	Div 4 28.1 pts	Div n 22.7 pts			
PROCESS 1 1	2	1		1	1		
PROCESS 2 1							
PROCESS 3 3				2			
PROCESS 4 3				3			
PROCESS n 1					2	2	
PROJECT TOTAL	75% 16.9 pts	33% 5.2 pts	100% 11.1 pts	75% 21.1 pts	50% 13.7 pts	68% 68 pts	
Share Value	3.4	1.0	2.8	4.2	3.4		

Fig. 41

Step 3: Total Value

Fig. 42

DELIVERABLE ELEMENT						
P R O C E S S M A P	Dlv 1 22.5 pts	Dlv 2 15.6 pts	Dlv 3 11.1 pts	Dlv 4 28.1 pts	Dlv n 22.7 pts	TOTAL 100 pts
PROCESS 1	2.1	2.8			3.4	8.3 pts
PROCESS 2	3.4			4.3	3.4	11.1 pts
PROCESS 3		3.1		8.4		11.5 pts
PROCESS 4	10.1		8.3			18.4 pts
PROCESS n	3.4			8.4	6.9	18.7 pts
PROJECT TOTAL	75% 16.9 pts	33% 5.2 pts	100% 11.1 pts	75% 21.1 pts	50% 13.7 pts	68% 68 pts

PROCESSES

DELIVERABLE ELEMENT						
	DIV 1 [w/metrics]	DIV 2 [w/metrics]	DIV 3 [w/metrics]	DIV 4 [w/metrics]	DIV n [w/metrics]	Total
Skill 1	2.5 FTE	20.5 FTE		18.0 FTE		41.0 FTE
Skill 2		8.5 FTE		26.0 FTE	5.5 FTE	40.0 FTE
Skill 3	25.0 FTE		10.0 FTE		15 FTE	50.0 FTE
Skill 4		9.0 FTE	4.5 FTE	33.5 FTE		47.0 FTE
Skill n	12.5 FTE		19.5 FTE		20.5 FTE	52.5 FTE
Total	40.0 FTE	38.0 FTE	34.0 FTE	77.5 FTE	41.0 FTE	230.5 FTE

SKILLS REQUIRED

Fig. 43

DIVISION 4 , DEPT. 1, UNIT 3 RESPONSIBILITY						OTHER UNITS		
	Div 1 4.85 pts	Div 3 .4576 pts	Div 4 4.26 pts	TOTAL 9.52 pts	Dept FTE	Div 1, Unit 1 Div 2 2.4 pts	Div 2 Unit 3 Div 1 4.7 pts	Total FTE
Employee #1	.15 (ROLE 1)	.1 (ROLE 2)	.35 (ROLE 3)		.6	.1 (ROLE 4)	.1 (ROLE 5)	.8
Employee #2		.15	.65		.8			.8
Employee #3	.35	.2			.55	.2	.05	.8
Employee #4	.15	.5	.05		.7		.1	.8
Employee #5	.1	.15	.4		.65		.15	.8
Total FTE	.75	1.1	1.45		3.3	.3	.4	4.0

Fig. 44

Employee values shown as FTE's

Final Roles for employee #1 in Division 4, Department 1, Unit 3. This employee is responsible for performing 5 roles:

	Role 1	Role 2	Role 3	Role 4	Role 5	Totals
Deliverable	1	3	4	2	n	
Points for deliverable	22.5	11.1	28.1	15.6	22.7	
Points for 1 FTE	.56	.33	.36	.41	.55	
Role's FTE requirement	.15	.1	.35	.1	.1	.8
Points for Role	.08	.03	.13	.06	.04	.34
Skills required	1,3,n	3,4,n	1,2,4	1,3,n	1,2,4	1,2,3,4,n

Fig. 45

Fig. 46

Rules dB Queries
Rules dB Queries
Rules dB Queries

